

The Nonlinear Effects between Communication Satisfaction and Organizational Commitment

Hyeondal Jeong

(Post-Doc Researcher, School of Business Administration, Kyungpook National University, Republic of Korea)

ABSTRACT: *There are many studies on communication, but existing studies have limitations. Above of all, communication satisfaction research is interested only in the linear effect of communication. Therefore, this study investigates the nonlinear effect of communication satisfaction in order to supplement the neglected part of existing studies. For this purpose, the types of communication were classified into supervisory communication and co-worker communication, and nonlinear effects between communication satisfaction and organizational commitment were verified. For the analysis 285 data were used, and all hypotheses were supported. Based on the analysis results, implications and limitations were discussed.*

KEYWORDS: *Communication satisfaction, Organizational commitment, Non-linear effect, Supervisory communication, Co-worker communication*

I. INTRODUCTION

As diversity within a company or organization increases, different thoughts and opinions coexist among employees. In order to secure a competitive advantage, securing various human resources has become a universal phenomenon. Some researchers have argued that communication is central to organizational management [1]. Communication is becoming very important in order to respond appropriately and quickly due to globalization of the market, intensifying competition, and unpredictable markets [2], [3]. This phenomenon appears in Republic of Korea, and according to previous studies smooth communication positively affects the attitude of the members [4].

The role of communication in a company or organization varies. For example, communication in an organization plays a role in expressing feelings such as the exchange of information among members, the means by which supervisor directs or controls subordinates, the motivation of employees, satisfaction, and complaints. In this way, smooth communication with employees in the organization can have a positive effect. This result can be confirmed by the meta-analysis result between communication and commitment [5].

According to organizational communication research, communication satisfaction has a positive effect on the attitude or behavior of the employees [6], [7]. However, if the communication is not smooth in the organization, it can be predicted that the attitude of the employee will be negatively affected. In other words, although communication has both positive and negative influences, there is a lack of interest in non-linear influence. Therefore, this study set up research questions using the gap of existing researches.

- Research Question 1. Is there a nonlinear influence of communication satisfaction?
- Research Question 2. Are there differences in impact on organizational commitment by type of communication?

II. THEORETICAL BACKGROUND AND HYPOTHESIS

Communication Satisfaction and Organizational Commitment : Communication satisfaction refers to the cognitive and emotional satisfaction of employees of the communication environment, although they can be defined in various ways. For example, Redding (1972) defined communication satisfaction as satisfaction with successful communication [8], and Downs and Hazen (1977) classified communication satisfaction into eight sub-dimensions [9]. This study focuses on the communication with the supervisor and the communication with the co-workers among the eight sub dimensions suggested by Downs and Hazen (1977) [9]. This is because these two types of communication are the most frequently occurring types of communication in an organization.

According to previous studies, the satisfaction of communication within the organization has a positive effect on the behavior of the members. If communication with a supervisor is smooth or communication with a colleague or subordinate employee is smooth, organizational commitment and job satisfaction can be increased [10], [11]. However, previous studies have only been concerned with linear effects in the relationship between

communication and dependent variables [12], [13], [14]. In order to overcome the limitations of previous studies, this study focuses on the nonlinear effects of communication satisfaction.

Nonlinear effects of communication satisfaction: According to previous studies, communication satisfaction increases organizational citizenship behavior, job satisfaction, organizational commitment [15], [16]. However, if the level of communication satisfaction is low, how will the impact on the attitude of the members change? In order to solve this problem, we intend to deduce this through social exchange theory. Social exchange theory is a theory that acts on behalf of another person or organization by acting in anticipation that their own actions will produce specific results in response to those actions. In particular, it sees that the attitude and behavior of the employees are determined according to whether the self interest is satisfied through exchange between the individual and the organization. In terms of their own interests, when they think that they have certain influence or control over the decision-making process of the organization, they perceive that the process of the organization is fair and that the organizational commitment occurs [17]. In this way, if communication with a supervisor or co-workers is not smooth, the level of organizational commitment decreases because social exchange relation does not occur smoothly. On the contrary, if communication with a supervisor or a colleague is smooth, the level of organizational commitment will improve. If the communication satisfaction is insufficient, the organizational commitment decreases, and if the communication satisfaction exceeds the appropriate level, the organizational commitment increases and the non - linear effect of U shape will be expected. Because this discussion was lacking in previous studies, the following hypotheses were set in this study.

- Hypothesis 1. Supervisory communication satisfaction will have nonlinear effect on organizational commitment.
- Hypothesis 2. Co-worker communication satisfaction will have nonlinear effect on organizational commitment.

The hypotheses set in this study are shown in Figure 1. Hypothesis 1 verifies the nonlinear effect of supervisory communication, and Hypothesis 2 verifies the nonlinear effect of co-worker communication. Specifically, the nonlinear effect set in this study inferred the U-shaped curve effect.

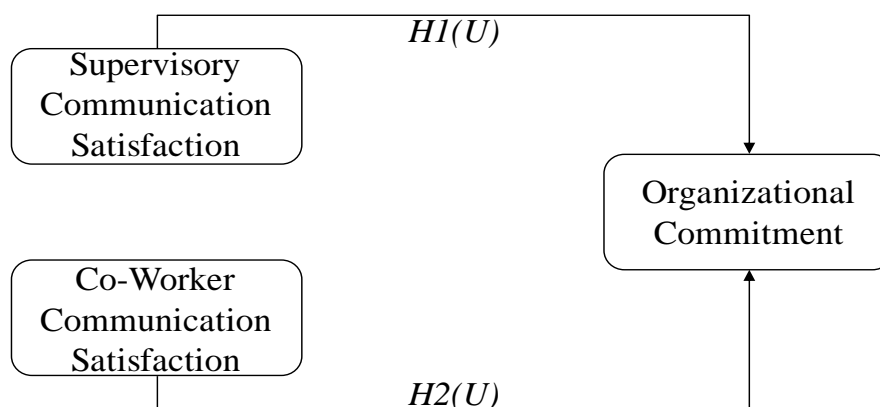


Figure1. Research Model

III. METHODS

Sampling: Data were collected through questionnaires to verify the hypothesis of this study. In the questionnaire, the respondents were employees of Korean companies. The questionnaire was distributed to about 500 employees, but the final analysis utilized 285 questionnaires, with the exception of incomplete questionnaires and questionnaires with errors.

Analysis procedure: The reliability and validity of the questionnaires were confirmed by exploratory factor analysis and confirmatory factor analysis. Correlation analysis was performed before the hypothesis test. Finally, hierarchical regression analysis was performed for hypothesis testing and square of independent variables was used for the analysis of nonlinear effects.

IV. RESULTS

Exploratory Factor Analysis: The exploratory factor analysis revealed three variables with an Eigen value of 1 or more and a Cronbach's α of over .7, confirming the validity and reliability of the questionnaire (Table 1).

Confirmatory Factor Analysis: Confirmatory factor analysis showed that all of the items such as IFI, TLI, CFI, and RMSEA were more than the standard values. The AVE value of all factors was 0.5 or more and the C.R value was 0.7 or more (Table 2).

Variables	Items	Factor1	Factor2	Factor3
Organizational Commitment	Commitment4	.876	.027	.003
	Commitment3	.875	-.006	.198
	Commitment7	.869	.109	.024
	Commitment5	.867	.098	.053
	Commitment2	.825	.117	.154
	Commitment6	.729	.323	.038
Co-Worker Communication	Co-worker3	.056	.886	.204
	Co-worker5	.129	.848	.210
	Co-worker2	.174	.662	.330
Supervisory Communication	Supervisory2	.105	.215	.846
	Supervisory3	-.024	.178	.825
	Supervisory4	.197	.295	.746
Eigen Value		5.098	2.654	1.064
Proportion of Variance (%)		42.479	22.113	8.866
Cumulative Proportion of Variance (%)		42.479	64.592	73.458
Cronbach's α		.924	.809	.801

Table 1: The Results of Exploratory Factor Analysis (n=285)

Variables	Items	B	S.E	t	β	AVE	C.R
Supervisory Communication	Supervisory2	1			.836	.653	.848
	Supervisory3	.075	.064	10.93	.661		
	Supervisory4	.798	.065	12.229	.758		
Co-Worker Communication	Co-worker2	1			.604	.726	.885
	Co-worker3	1.51	.14	10.813	.874		
	Co-worker5	1.615	.15	10.761	.834		
Organizational Commitment	Commitment2	1			.799	.717	.937
	Commitment3	1.124	.06	18.638	.878		
	Commitment4	1.137	.075	15.126	.832		
	Commitment5	1.056	.071	14.959	.825		
	Commitment6	.737	.057	13.039	.645		
	Commitment7	1.301	.087	14.94	.910		
Model Fit	$\chi^2=113.874$ (d.f.=41, $p<.001$), CMIN/DF=2.777, IFI=.967, TLI=.947, CFI=.967, RMSEA=.077, *** $P<.001$						

Table 2: The Results of Confirmatory Factor Analysis (n=285)

Correlations: The correlation between variables was analyzed. The results showed that there is a positive correlation between communication and organizational commitment (Table 3).

Variables	M	SD	1	2	3	4	5
Gender	1.32	.466	1				
Age	2.78	1.339	-.410***	1			
Education	4.01	.502	-.046	.004	1		
SC	3.421	.722	-.084	.022	.009	1	
CC	3.657	.663	-.084	.170**	.014	.536***	1
OC	3.661	.786	-.098	.303***	.258***	.228***	.281***

Table 3: Correlation between variables

Notes. *** $p < .001$, ** $p < .01$, * $p < .05$, M : mean, SD : Standard Deviation, SC: Supervisory Communication, CC: Co-worker Communication, OC: Organizational Commitment

Hierarchical Regression Analysis: Hierarchical regression analysis was conducted to verify hypotheses. We also used the squared values of the independent variables to test the nonlinear effect of the independent variables. As a result, Hypothesis 1 and Hypothesis 2 were supported (Table 4).

Variables		DV: Organizational Commitment	
		Model 1	Model 2
Control Variables	Constant	1.411***	3.660
	Gender	.077	.085
	Age	.188***	.185
	Education	.405***	.379
Independent Variables	Supervisory Communication		-.767†
	Supervisory Communication ²		.140*
	Co-Worker Communication		-.921*
	Co-Worker Communication ²		.154*
R ²		.159	.269
ΔR^2		.159	.110
F		18.828***	15.462***

Table 4: Results of Hypotheses Test

Notes. N=285, DV : Dependent variable, *** $p < .001$, ** $p < .01$, * $p < .05$, † $p < .10$

A graph was created to visually confirm the verification results. In the graph, both supervisory communication satisfaction and co-worker communication satisfaction are shown in U shape, and the nonlinear effect is verified (Fig. 2), (Fig. 3).

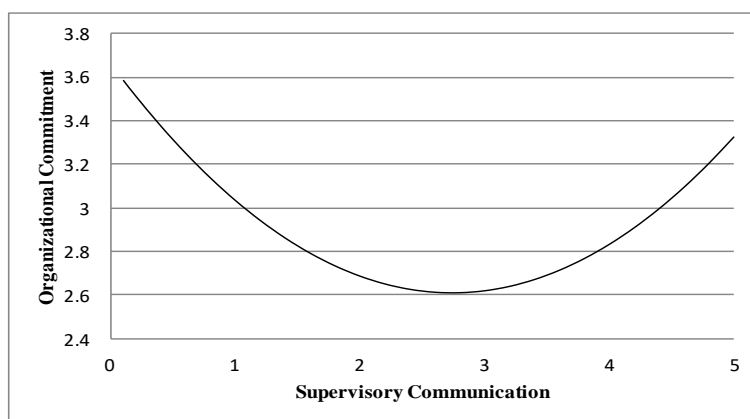


Figure2. Nonlinear Effects of Supervisory Communication

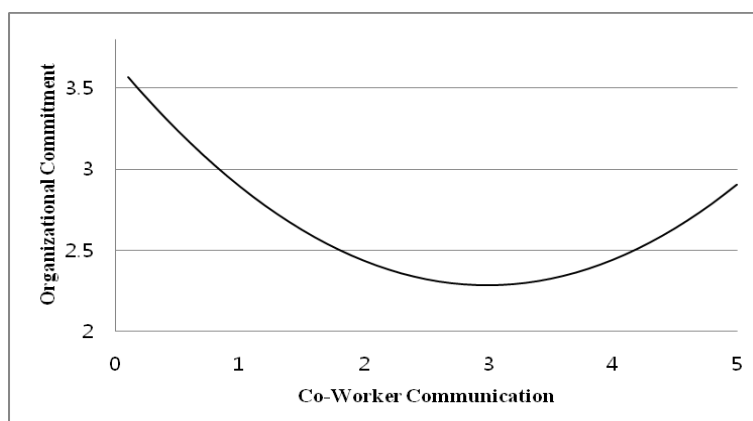


Figure3. Nonlinear Effects of Co-Worker Communication

V. CONCLUSION

This study explains the nonlinear effect of communication satisfaction which is overlooked in existing communication research. As predicted from the hypothesis, the supervisory communication satisfaction and the co-worker communication satisfaction showed U shaped nonlinear effect. This implies that if the employees feel dissatisfied with the communication, the organizational commitment is reduced, but if the level of satisfaction of communication increases to a satisfactory level after a certain time, the organizational commitment increases simultaneously. Therefore, the implications are as follows. First, the satisfaction of communication should be managed by the organizational managers so that communication with their bosses or peers can be smooth. Second, in the case of Korean companies, the hierarchical culture is strong, so it is necessary to create a culture that allows free speech and expression in the organization. Despite the implication that the nonlinear effects of communication are explored in this research, there are some limitations. In order to clarify the relationship between communication satisfaction and organizational commitment, future research should expand the scope of research by analyzing the relationship with various dependent variables and considering mediator or moderator variables.

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